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sible to the commissary department," is one of the many indications in current management literature that the terms "responsibility" and "authority" are still in need of clear definition. Evidently the responsibility of a director for policy, of an administrator for details, of an executive for the execution of orders, of a route clerk for determining the sequence of operations, of a bookkeeper for accuracy, and of a stockkeeper for the faithful guardianship and the efficient handling of stores, are widely varying "responsibilities." Here is a chance for some bright young man with nothing else to do.

It is hardly useful to point out the many inconsistencies of the work, inasmuch as they at least bring before the student conflicting views. We may also perhaps excuse the too frequent use of slang and the omission of acknowledgment to sources whose articles are rather fully abstracted without citation of authority, in view of the fact that the book is intended for "popular" consumption. This fact, however, does not excuse the absence of a selected and classified bibliography, which would add greatly to the value of the book.

C. BERTRAND THOMPSON.

Productive Advertising. By HERBERT W. HESS. (Philadelphia: J. B. Lippincott Company. 1915. Pp. xv, 358. \$2.50.)

This is a textbook for a general course of instruction in advertising. It contains 23 chapters averaging 15 pages in length, a table of contents, and an index. The subject-matter embodies the history of advertising, the psychology of advertising, the mechanical make-up, trade-marks, the advertising campaign, media, the advertising agency, the English of advertising, letter writing, economic and social implications of advertising, etc. Needless to say the author has not treated this wide range of subjects in detail. This, however, is commendable from the teacher's point of view, for while Professor Hess states the essential facts and principles in brief compass he does not usurp the teacher's function, which is to explain, illustrate, and develop these with the class. In every chapter there are carefully selected illustrations that illuminate the thought. At the end of each chapter are questions, so selected as to review the chapter and to stimulate constructive thinking; problems, the solution of which will ground the student both in the principles presented and in their application; and citations of collateral readings. In these references the page numbers should be given, otherwise the student will not read them.

It seems that the author should be classed as a member of the psychological school of economists. It may be that the psychological aspects of advertising, though extremely important, are given a disproportionate emphasis. The reviewer suggests that in the next edition the author eliminate or rewrite that portion of the volume devoted to the History of Advertising. Advertising items in ancient Greece, Rome, Egypt, and Jerusalem, the scraps of papyrus exhumed from the ruins of Thebes, and the engravings on the tomb of Diogenes are of no value to the advertiser of today. The author would have done better to trace briefly the market changes following the Industrial Revolution. The development of transportation, the extension of the division of labor with the consequent production of surpluses demanding exchange facilities, the territorial division of labor bringing about the concentration of industries and the growth of world markets are but parts of a general industrial movement which gives the manufacturer a continually extending market. The maker can not go with his wares; therefore he must distribute information (advertising) concerning his goods.

Following this introductory discussion I would bring in the chapter on trademarks which in my judgment the author now has out of its proper setting. Historically and logically the trademark should be given this connection. It is a mark of identification to protect the producer's good-will, to avoid substitution and to make possible the cumulative value of advertising. Historically it was protected by means of capital punishment as early as the thirteenth century and logically it is of the motivating force of advertising. It is the protection and identification which must be in the very beginning of advertising.

I would commend this book to instructors desiring a teachable text. It should be used as a beginning text and followed by the application of its principles in the practical problems of a constructive advertising campaign.

J. R. TURNER.

Cornell University.

Industrial Leadership. By H. L. GANTT. (New Haven: Yale University Press. 1916. Pp. xii, 128. \$1.00.)

Addresses delivered in the Page Lecture series, 1915, before the senior class of the Sheffield Scientific School are published in this volume under the following titles: *Industrial Leadership, Train-*